Change From 2005

#### Mission

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with federal regulation is placed on:

- 1. The conservation and expansion of housing for low and moderate-income households.
- 2. The creation and retention of jobs, principally for low and moderate-income households.
- 3. The expansion of the quantity and quality of community services for low and moderate-income persons.
- 4. To affirmatively further equal housing opportunities.
- 5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
- 6. More effective environmental and strategic planning.

		2005			Change Fron	า 2005
	2004	Adopted	2005	2006	Adopted Bu	ıdget
Financial Summary	Actual	Budget	Estimate (a)	Budget (b)	\$	%
Personnel Costs	\$164,712	\$173,369	\$171,695	\$179,595	\$6,226	3.6%
Operating Expenses						
Subgrantee Grants	\$3,925,949	\$4,469,400	\$4,737,000	\$4,620,000	\$150,600	3.4%
Administrative	\$18,525	\$17,770	\$17,612	\$19,051	\$1,281	7.2%
Interdept. Charges	\$74,638	\$69,461	\$72,589	\$80,704	\$11,243	16.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,183,824	\$4,730,000	\$5,047,404	\$4,899,350	\$169,350	3.6%
General Government	\$4,693,638	\$4,730,000	\$5,043,579	\$4,899,350	\$169,350	3.6%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$3,825	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$4,693,638	\$4,730,000	\$5,047,404	\$4,899,350	\$169,350	3.6%
Tax Levy (c)	\$0	\$0	\$0	\$0	\$0	N/A
Exp. (Over) Under Rev. &						
Levy (d)	\$509,814	-	-	-	-	-
Position Summary (FTE)						
Regular Positions	2.50	2.50	2.50	2.50	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.10	0.05	0.05	0.04	(0.01)	
Total	2.60	2.55	2.55	2.54	(0.01)	

- (a) 2005 Estimate includes a 2004 carryover of encumbered grant contracts totaling \$3,203,410 and an approved request to carry-over 2004 expenditure appropriations of \$1,217,454. It is estimated that \$4.1 million will be unspent at year-end 2005 and requested to be carried over to the 2006 budget.
- (b) The 2006 budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund.
- (d) The amount shown for the 2004 Actual represents revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year.

Note: The Federal rules allow the expenditure of grants over multiple year periods (normally two to three years).

## **Departmental Strategic Objectives**

### **Manage Resources With Fiscal Prudence**

- 1. Ensure compliance with federal regulations related to eligible reimbursement requests. (4<sup>th</sup> Qtr. 2006)
- 2. Reconcile county Business Application Systems (BAS) with federal integrated disbursement and information system (IDIS) funds balances. (4<sup>th</sup> Qtr. 2006)
- 3. Review operating expenses for equitable program distribution. (4<sup>th</sup> Qtr. 2006).
- 4. Maintain fiscal responsibility and compliance in program operations and development. (4<sup>th</sup> Qtr. 2006).

### **Provide Comprehensive Customer Service**

- 1. Continue funding partnerships related to Waukesha Youth Plan to meet identified youth needs. (4<sup>th</sup> Qtr. 2006).
- 2. Continue non-profit training to ensure quality, professional and competent sub-grantees. (4<sup>th</sup> Qtr. 2006).
- 3. Emphasize in accordance with HUD regulations, the concentration of funding to programs serving low and moderate households and identified low and moderate income neighborhoods. (4<sup>th</sup> Qtr. 2006).
- 4. Continue collaboration and partnerships on local community and regional issues. (4<sup>th</sup> Qtr. 2006).
- 5. Analyze relationship between economic development and devise affordable housing. (4<sup>th</sup> Qtr. 2006).
- 6. Incorporate HUD outcome measurements into program requirements to meet federal requirements. (4<sup>th</sup> Qtr. 2006).
- 7. Revise the number of grant awards to improve staff effectiveness. (4<sup>th</sup> Qtr. 2006).

### **Innovate and Seek Continuous Quality Improvement**

- 1. Increase home rehabilitation loans by 10 from 100 to 110. (4<sup>th</sup> Qtr. 2006).
- 2. Increase home purchase assistance by 5 from 165 to 170 to increase homeownership. (4<sup>th</sup> Qtr. 2006).
- 3. 95% of clients assisted with Community Development Block Grant (CDBG) projects will confirm positive experience and benefit. (4<sup>th</sup> Qtr. 2006).
- 4. 90% of clients utilizing public assisted facilities will find better accommodations. (4<sup>th</sup> Qtr. 2006).
- 5. 3,000 neighborhood residents including youth will be positively impacted by neighborhood revitalization activities, which improved their quality of life. (4<sup>th</sup> Qtr. 2006).
- 6. Provide housing opportunities for all levels of income to enhance community diversity. (4<sup>th</sup> Qtr. 2006)

### Retain and Develop a High Quality Workforce

- 1. Provide educational and training opportunities to improve subgrantee performance. (4<sup>th</sup> Qtr. 2006).
- 2. Attend local, regional and national meetings, seminars and conferences to increase work knowledge and performance. (4<sup>th</sup> Qtr. 2006).

### Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

### **Manage Resources With Fiscal Prudence**

- 1. Effectively managed CDBG and Home Investment Partnership (HOME) programs and met federal regulations.
- 2. Maintained an administrative expense rate below 10% of grant funds received.
- 3. Balanced county BAS system with the federal IDIS system.
- 4. Ensured compliance with loan balances for single audit purposes.

### **Provide Comprehensive Customer Service**

- 1. 90 households received low interest loans and maintained/improved their owner occupied homes.
- 2. 120 low and moderate-income households have obtained down payment/closing assistance to purchase a home.
- 3. 50 units of single family or multi-family units have been constructed to increase the number of affordable housing units.
- 4. Ten units of special need housing has been constructed, rehab to provide affordable housing.
- 5. 300 households received homeless shelter assistance. 80% of households improved their housing upon leaving the shelter.
- 6. 70% of all persons who received public service benefit indicated an improvement in their quality of life.
- 7. Fifteen persons obtained full employment as a result of business loans.
- 8. 90% of persons who utilized public facilities found better accommodation/services.
- 9. 3,000 households were positively impacted by neighborhood activities with 90% indicating that their neighborhood or their personal lives were improved.

### **Innovate and Seek Continuous Quality Improvement**

- 1. Maintained a consistent and effective oversight of programs, 90% of the CDBG/HOME board members were retained.
- 2. Staff has completed, with community input, its five year Consolidated Plan.
- 3. Staff has coordinated with United Way, Workforce Development Board, HUD and other groups to identify needs and develop strategies to meet those needs.
- 4. Staff has implemented and monitored the federal sixteen audit findings and county audit findings.
- 5. Provided resources to successfully implement projects to meet federal goals with emphasis on affordable housing, employment opportunities and quality of life improvements.
- 6. Created opportunities for distressed neighborhoods by stimulating reinvestment of human capital and economic resources by creation of Neighborhood Reinvestment Areas.
- 7. Continued collaboration on community issues including but not limited to affordable housing, youth programs, workforce issues, regional efforts, public/private partnerships, and other community collaboration.
- 8. The CDBG and HOME advisory boards have examined the number of grant contracts awarded in conjunction with the ability to monitor and administer them.

### Retain and Develop a High Quality Workforce

- 1. Provided opportunities for training of staff and has better met program needs.
- 2. Provided educational opportunities and improved work performance.
- 3. Attended meetings, seminars and conferences that have increased work knowledge and performance.

# Community Development Block Grant

### **Program Description**

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate-income persons.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.00	1.95	1.95	1.93	(0.02)
Personnel Costs	\$118,905	\$129,383	\$127,409	\$133,250	\$3,867
Operating Expenses (b)					
Subgrantee Grants	\$1,933,087	\$2,610,133	\$2,690,000	\$2,590,000	(\$20,133)
Administrative	\$12,005	\$10,630	<i>\$14,5</i> 26	\$11,671	\$1,041
Interdept. Charges	\$52,873	\$49,854	\$52,982	\$59,079	\$9,225
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,116,870	\$2,800,000	\$2,884,917	\$2,794,000	(\$6,000)
General Government (a,b)	\$2,828,071	\$2,800,000	\$2,881,092	\$2,794,000	(\$6,000)
Other Revenue	\$0	\$0	\$3,825	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,828,071	\$2,800,000	\$2,884,917	\$2,794,000	(\$6,000)
Tax Levy (c)	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy (d)	\$711.201	-	-	-	-
LAP. (OVCI) Officer Nev. & Levy (a)	Ψ,=σ.				

<sup>(</sup>a) Includes \$1,200,000 in estimated total program income for 2006.

(c) This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund.

## **Program Highlights**

Overall, CDBG grants are estimated to decrease \$206,000 from the 2005 budget to \$1,594,000 in 2006 which includes an expected 6% decrease from the 2005 actual award of \$1,678,756. This is expected to reduce the number of subgrantee grants and funds to be allocated. The decrease in the CDBG grant is expected to be offset by a \$200,000 increase in revolving loans / program income based on prior year activity.

Personnel costs are budgeted to increase \$3,900 primarily due to normal merit and benefit cost increases for 1.93 FTE positions.

Operating expenses are expected to decrease \$19,100 primarily due to the basic HUD CDBG grant amount, which is estimated to decrease \$127,000 in 2006 which will be offset by an expected increase in program income of \$100,000.

Interdepartmental charges are expected to increase mainly due to increases in county indirect administration charges, charges for computer usage and a charge for building office space, which was omitted from the 2005 budget.

Resolved Inspector General audit findings with no financial reimbursements of local funds required.



<sup>(</sup>b) 2005 Estimate includes a 2004 carryover of encumbrances totaling \$1,919,152 and a 2004 carryover of \$646,554 through separate ordinance. It is estimated that \$2,486,500 of unexpended appropriations at year ending 2005 will be requested to be carried over to the 2006 budget.

<sup>(</sup>d) The amount shown for the 2004 Actual revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year.

# Community Development Block Grant (cont.)

### **Performance Measure Description**

Measures are used to determine the effectiveness of CDBG programs.

- 1. 95% of clients indicated positive results from public service program assistance.
- 2. 90% of clients indicated an improvement in the quality of their lives as a result of CDBG program assistance.
- 3. 90% of households who received CDBG benefits obtained and maintained better housing.
- 4. Over 3,000 neighborhood residents including youth participated and improved their personal lives and neighborhoods through neighborhood revitalization programs.
- 5. 12,000 unduplicated clients were served either directly through CDBG funded facilities or CDBG funded projects.
- 6. Provide funding for the continuation of the Waukesha Youth Collaborative developing partnerships serving youth needs.
- 7. To maintain full participation of CDBG and HOME Participants during 2006.
- 8. Private lender leverage funding exceeding \$1.4 million in housing rehabilitation assistance.
- 9. Leveraged private lender mortgage funding exceeding \$20 million.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of communities renewing their CDBG participation for 2005-2007 period	100%	100%	100%	100%	0%
Improve the lives of low and moderate-income (LMI) households through direct service benefit	14,230	16,000	16,500	17,000	1,000
Create affordable workforce housing for LMI households	123	75	40	40	(35)
Maintain and improve the housing stock by leveraging lender funds with CDBG funds provided	\$1,200,000	\$1,350,000	\$1,400,000	\$1,400,000	\$50,000

All other communities renewed their participation for the 2005-2007 program years.



### **Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Grant \$ Value Awarded	\$1,773,000	\$1,800,000	\$1,678,756	\$1,594,000	(\$206,000)
New Contracts	130	125	124	124	(1)

Note: A total of \$23,937,756 has been awarded since 1990.

# Community Development Block Grant (cont.)

### Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa,

Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton,

Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales and Menomonee Falls

#### Non-Participating Communities:

Villages: Chenequa, Oconomowoc Lake

COMMUNITY DEVELOPMENT PROGRAM YEAR

January CDBG / HOME program year begins

February Public Hearings - Needs / Community Assessment for Program Year

March Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report

(AHPR)

April Submit GPR and AHPR

May Request for Proposals – Advertise and accept applications
June Transmit copies of applications received to CDBG Board

July Begin project application reviews

Complete project application reviews

August CDBG Board completes funding allocation recommendations

Public Hearing on recommendations

Executive Committee review, modify and/or approval of CDBG Board recommendations

September County Board action on recommendations

October Complete Grant Application / Environmental reviews for submission to HUD

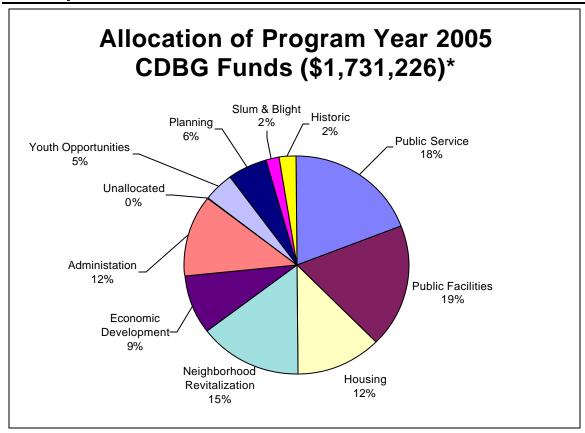
Write contracts for projects funded

November Submission of Annual Consolidated Plan

December Review carryover requests of previously funded projects

Program year-ends

Changes for the CDBG Program	CDBG
<u>Subgrantees</u>	
2005 Adopted Budget - BASE Subgrantee HUD Grants	\$1,800,000
2005 -HUD Award amount below 2005 Budget Adj.	(\$121,244)
2006 Est. HUD Decr. from 2005 Actual award.	<u>(\$84,756)</u>
Subtotal 2006 Subgrantee HUD Grants Amounts	\$1,594,000
Revolving Loans	
2005 Adopted Budget - Revolving Loan Program	\$1,000,000
2006 Est. Revolving Loan Program Income incr.	\$200,000
Subtotal 2006 Revolving Program Income	\$1,200,000
2005 Adopted Budget	\$2,800,000
2006 Proposed Budget	\$2,794,000
Total \$Decrease	(\$6,000)



\* The 2005 Adopted budget estimated the grant to be \$1,800,000. The actual grant was \$1,678,756. The amount of \$1,731,226 includes reprogrammed amounts totaling \$52,470.

# HOME Investment Partnership Program

### **Program Description**

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted to other entities. The goal of this federally sponsored program is to "increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance." (Waukesha County data only)

# HOME Investment Partnership Program (cont.)

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	0.60	0.60	0.60	0.61	0.01
Personnel Costs	\$41,089	\$43,986	\$44,286	\$46,345	\$2,359
Operating Expenses (a)					
Subgrantee Grants	\$1,850,479	\$1,859,267	\$2,047,000	\$2,030,000	\$170,733
Administrative	\$6,520	<b>\$7,14</b> 0	\$6,930	\$7,380	<b>\$240</b>
Interdept. Charges	\$21,764	\$19,607	\$19,607	\$21,625	\$2,018
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,919,852	\$1,930,000	\$2,117,823	\$2,105,350	\$175,350
General Government (a)	\$1,718,465	\$1,930,000	\$2,117,823	\$2,105,350	\$175,350
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,718,465	\$1,930,000	\$2,117,823	\$2,105,350	\$175,350
Tax Levy (b)	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy (c) (\$201,387)	-	-	-	-
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- (a) 2005 Estimate includes a 2004 carryover of encumbrances totaling \$1,284,259 and a 2004 carry-over of \$526,135 through separate ordinance. It is estimated that \$1,623,400 will be carried over to the 2005 budget.
- (b) This Special Revenue fund relies solely on federal funding. The actual county tax levy is always \$0 for this fund.
- (c) The amount shown for the 2004 Actual represents revenues greater than expenditures due to more revolving loan program repayments (Program Income) than revolving loans made during the year. The 2005 Estimate represents more revolving loan expenditures made than revolving loans repayments.



### **Program Highlights**

Overall, HOME grants are estimated to increase \$105,340 from the 2005 budget to \$1,805,350 in 2006 including the American Dream funds of \$60,000. Also, revolving loans and related program income is estimated to increase \$70,000 based on prior year activity.

Personnel costs are budgeted to increase primarily due to normal merit and benefit cost increases for 0.61 FTE positions.

Operating expenses are estimated to increase in 2006 primarily due to an estimated increase in the federal HOME appropriation and inclusion of the Village of Germantown as a participant. Also, the revolving loans and related program income is expected to increase as noted above.

#### **Performance Measure Description**

These performance measures illustrate the effectiveness of the HOME Investment Partnership Program in terms of increasing and maintaining affordable and quality housing.

- 1) Total number of Down-payment Assistance (DPA) declining balance loans to support homeownership recorded a record 166.
- 2) Total housing rehabilitation interest loans reach a total of 106.
- 3) Total leveraged private lender investment for DPA and rehabilitation has exceeded \$88 million.

# **HOME Investment Partnership Program (cont.)**



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Homebuyer Counseling Provided (inquires/assistance)	2,610/166	2,550/120	2,700/145	2,700/140	150/20
# of commitments secured for increase in affordable housing stock	85	65	70	75	10
Maintain the housing stock through housing rehabilitation programs	106	115	115	116	1
Pledges from HOME lenders for housing rehab. financing	\$1,300,000	\$1,250,000	\$1,350,000	\$1,400,000	\$150,000
Activity Grant Value Awarded	2004 Actual \$1,696,394	2005 Budget \$1,700,000	2005 Estimate \$1,517,023	2006 Budget \$1,805,350	Budget Change \$105,350++
# of Down payment and Closing Cost Assistance # of Homebuyer Counseling (#People Counseled/	166 3,000/166	120 2,550/125	145 2,800/145	140 2,750/140	20 200/15
Homebuyers) Housing Rehabilitation (1)	106	130	110	111	(19)

<sup>++</sup>Assumes increased grant award based on the village of Germantown joining and increase in federal appropriation

**Note:** A cumulative total of \$10,148,631 has been awarded since 1998.

#### Waukesha County Participating Communities\*:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee and Waukesha

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa,

Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton,

Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, and Menomonee Falls

### **Waukesha County Non-Participating Communities**

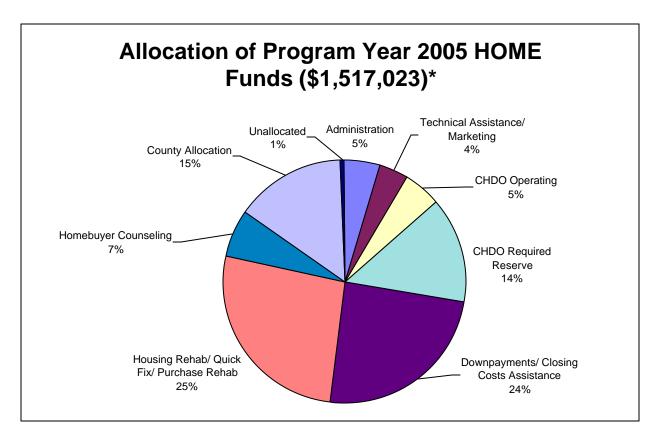
Villages: Chenequa and Oconomowoc Lake

<sup>(1) 2004</sup> increase results form increase in quick fix loan program.

<sup>\*</sup> HOME program participation include 99 of 103 possible jurisdictions including all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

# HOME Investment Partnership Program (cont.)

Changes for the HOME Program	
<u>Subgrantees</u>	
2005 Adopted Budget - BASE Subgrantee HUD Grants	\$1,700,000
2005 -HUD Award below 2005 Budget Adj.	(\$182,997)
2006 Est. HUD Incr. from 2005 Actual award.	\$288,347
Subtotal 2006 Subgrantee HUD Grants Amounts	\$1,805,350
Revolving Loans	
2005 Adopted Budget - Revolving Loan Program	\$230,000
2006 Est. Revolving Loan Program Income incr.	\$70,000
Subtotal <b>2006</b> Revolving Program Income	\$300,000
2005 Adopted Budget	\$1,930,000
2006 Proposed Budget	<b>\$2,105,350</b>
Total \$ Increase/ (Decrease)	\$175,350



<sup>\*</sup> The 2005 Adopted budget estimated the grant to be \$1,700,000. The actual grant was \$1,447,208 for HOME and \$69,815 for the American Dream Down payment Initiative.

Other Grant Programs -Disaster Recovery Initiative (1997 & 1998 Floods)

### **Program Description**

Administers other grant assistance programs as funding is provided.

	2004	2005	2005	2006	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Personnel Costs	\$4,718	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$142,383	\$0	\$44,664	\$0	\$0
Subgrantee Grants	\$1 <i>4</i> 2,383	\$C	<i>\$44,664</i>	\$6	\$0
Administrative	\$0	\$C	<i>\$0</i>	\$6	\$0
Interdept. Charges	\$1	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$147,102	\$0	\$44,664	\$0	\$0
General Government (a)	\$147,102	\$0	\$44,664	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$147,102	\$0	\$44,664	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy	Exp. (Over) Under Rev. & Levy	-	-	-	-	-
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<sup>(</sup>a) The 2005 Estimate includes the 2004 approved additional supplemental grant award of \$44,644 which was carried over to 2005.



# **Program Highlights**

All disaster recovery grant payments have been processed and the grant has been closed out.